

***State of Washington  
Department of Transportation  
Notice to Consultants  
On-Call Management Consultant Services***

Washington State Department of Transportation (WSDOT) solicits interest from consultants interested in submitting a Statement of Interest to provide Washington State Ferries (WSF) with specialized professional advice and assistance on a range of corporate issues and initiatives linked to departmental and WSF objectives. WSDOT will be awarding one (1) On-Call agreement for a three (3) year period and an approximate dollar value of \$600,000. At the option of WSDOT, the agreement may be supplemented for additional time and/or money to complete the project if necessary.

**Project Description**

The services proposed under this agreement would assist WSF in achieving significant objectives identified in its strategic business plan, assistance on a range of economic analyses, business planning, and in the implementation of a series of cost saving and efficiency efforts. Several of these challenges are fundamentally tied to WSF's relationships with its unionized work force, which comprises over 90% of all employees. WSF intends to have the proposed agreement available to provide specialized, professional advice and assistance in some or all of the following areas:

- Conducting level and cost of service analyses and research and providing related business advice and recommendations;
- Developing plans and strategies in support of WSF's strategic business plan, including the cost reduction and non-farebox revenue increase elements, asset valuation and service delivery alternatives, and assistance with program management for alternatives for private financing and public/private partnerships as well as evaluation of landside development alternatives;
- Developing innovative plans and strategies for establishing collaborative relationships and communications with labor organizations and with the unionized work force;
- Advising WSF executive management on best practices, programs, and initiatives for improving labor/management relationships and building cooperative partnerships and agreements based on public and private sector organizational experience;
- Identifying and developing approaches and processes for productivity improvements and incentives tailored for WSF's business operations and work force characteristics, outlining options and strategies for executive management consideration, and providing joint labor/management facilitation support and services;
- Supporting relocation efforts for WSF's maintenance facility, including economic estimates, service continuity planning and collaborative labor-management efforts; and
- Assisting in developing and implementing performance measurement and management tools in support of WSF's strategic goals.

Certain critical tasks to be performed under this proposed agreement are linked to WSF's unique labor/management and operational environment, which has features and

characteristics not found in other state or public sector settings. To mesh with WSF's needs, the services required must be of a highly specialized nature and must be based on a demonstrated record of accomplishment of successful and sophisticated consultative experience in complex organizational settings.

### **Evaluation Criteria**

Pursuant to state and federal regulations, a qualifications-based selection process will be used to select a consultant for each of these projects. The following information and criteria will be used to evaluate and rank responses:

1. Qualifications/Expertise of Firms on Team;
2. Qualifications of Proposed Project Manager(s);
3. Key Team Members Qualifications (Prime Consultant and Sub-Consultants);
4. Firm's Project Management System (Prime Consultant Only);
5. References/past performances (Prime Consultant Only); and
6. Cost Factors (Prime Consultant Only.)

The link to the definitions and point value for each of the proposed criteria may be found on the first page of this advertisement web site.

NOTE: It is imperative that the consultant reviews the definitions of the scoring criteria. We have included requirements and/or limitations for the information that is being requested. All scoring criteria will be rated on a scale of 0 (Low) to 20 (High.)

### **Submittals**

Consultants are invited to submit their Statement of Qualifications at their own cost. WSDOT assumes no obligation of any kind for expenses incurred by any respondent to this solicitation. The submittal is limited to a total maximum number of twenty-five (25) sheets submitted only on single sided (single sided meaning one side only of a single sheet of paper) typed 8.5" x 11" paper (if charts and/or graphs are utilized text must be a readable size font), and with type size no smaller than 12 point.

Your Statement of Qualifications must be broken into two (2) separate packets. Your Statement of Qualifications "Packet A" must consist of:

- Your responses to scoring Criteria 1 through 4.

Your Statement of Qualifications "Packet B" must consist of:

- Your letter of transmittal;
- Your response to scoring criteria 5 and 6; and
- Your "Submittal Information Packet" forms for the Prime and all proposed sub-consultants.

The page limitation does not apply to the front and back covers of "Packet A" and all of "Packet B."



The Statement of Qualifications shall meet the following requirements or will be deemed non-responsive and will not be eligible for consideration of this work:

- Title of the Request for Qualifications and your firm clearly identified on the cover of the submittal Packets “A” and “B”, and the letter of transmittal;
- Statement of Qualifications broken into “Packet A” and “Packet B” as indicated above;
- Responsive to all evaluation criteria;
- Meeting page limitations and font size requirements; and
- Meeting submittal deadline submission date.

Materials submitted in response to this competitive procurement shall become the property of WSDOT and will not be returned. All submittals received will remain confidential until WSDOT and the successful Consultants sign the agreements resulting from this advertisement. All submittals are deemed public records as defined in the RCW 42.17.250 to 42.250.340.

Faxed or e-mailed submittals will not be accepted. Four (4) copies of your “Packet A” and one (1) copy of “Packet B”, whether mailed or hand-delivered, must arrive at the following address no later than 5:00 pm on Monday, March 8, 2004:

Mr. Michael B. Rice  
Director, Consultant Services  
Washington State Department of Transportation  
Capital View II Building, 2<sup>nd</sup> Floor  
724 Quince Street SE  
Olympia, WA 98504-7323

Any questions regarding the submittal process should be directed to the Consultant Services Office, at 360-705-7104. Questions regarding the technical aspect of this advertisement should be directed to Mr. Gary Baldwin, Director, Corporate Services and Strategy at 206-515-3435.

The department has an overall Disadvantaged Business Enterprise (DBE) Goal. The DBE goal for participation will be obtained through a combination race-neutral/race-conscience means as outlined in WSDOT’s “Disadvantaged Business Enterprise Program Plan.” The department encourages disadvantaged, minority, and women-owned consultant firms to respond.

Persons with disabilities may request this information be prepared and supplied in alternate formats by calling collect 206-389-2839. Persons with hearing impairments may call 1-800-833-6388 (Washington State Telecommunications Relay Service) and ask for 206-515-3683.

Dates of publication in the Seattle Daily Journal of Commerce: Monday, February 9, 2004 and Tuesday, February 17, 2004.

Submittals Due Date: Monday, March 8, 2004.